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HOSPITAL AND TRAINING SCHOOL ADMINISTRATION

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HOW ARE HOSPITALS TO MEET THE OBLIGATIONS WHICH THE NEWER STANDARDS OF NURSING EDUCATION DEMAND?

(Continued from page 929, August JOURNAL)

IT IS not impossible for any school of nursing to maintain a curriculum which meets the recommendation of the National League of Nursing Education provided it has a principal who not only knows what ought to be taught, but who has the personality and leadership to convince her committee of the necessity of adequate financial and community support of the school. She must be the one to point out how the particular hospital can best meet its obligations and be prepared to show them how the facilities at hand can be improved without discouraging their efforts by extravagant demands. Such mistakes as these have caused many women to fail because they demanded a millenium rather than a practical solution of the problem.

Given the proper curriculum and financial support, the clinical facilities should have the next consideration. Nursing, being a practical art, requires the proper utilization of clinical facilities.

Services should be segregated and the special departments, such as laboratories, X-ray, dispensary, social service, hydrotherapy, pharmacy, etc., should be included in the practical teaching field. Affiliation can be made for any deficiencies which may exist in services as medicine, obstetrics, pediatrics, com-

municable diseases, etc., by utilizing the facilities in other special hospitals.

There is no expense attached to making such affiliations and with the broader experience larger numbers of students will seek the school which offers the greatest educational opportunities, consequently the number of students will increase and it will be possible to maintain larger schools and uninterrupted affiliations. Unless a school can give an adequate course of instruction, both theoretical and clinical, in each department it should make affiliation which will give equal advantages to all students. It is quite impossible, in other words, to try to teach obstetrics to one-half of a certain section and send the other half away for the subject because of limited clinical material.

Satisfactory results cannot be achieved in teaching until the ward equipment has been made uniform in every way with that in the class room. This enables the student to carry out her procedure exactly as she has been taught and also makes it possible for the instructor to supervise and check up her work according to a uniform standard. This standardization is not expensive, if it is properly checked up and inventoried weekly. The initial cost is slightly greater with this system, but any excess in preliminary installation

will be offset by weekly inventory and breakage replacement. There is no doubt but that the saving over a period of years is quite appreciable, to say nothing of the convenience of having things to work with when one needs them. With a competent instructor and standard equipment, there should be little difficulty in obtaining a uniform procedure. This is simply a question of organization and supervision and with the right woman in charge of the school, there is no excuse for any school not qualifying in this respect.

One of the most common defects in our schools of nursing is the lack of comprehensive records. More time should be spent in organizing this part of the work and putting it on a better regulated basis. By this, I mean providing the means for recording at stated intervals the students' instruction, experience, professional fitness, and morbidity. Such sets of records have been prepared and can be obtained from *The Modern Hospital*.

"How are we going to pay for this and who will have the time to do the work on them?" In solving the problem of obtaining and keeping school records, I wish to speak of the Training School Committee, for it is to this group we must look for much help until our hospitals are put on a different financial basis or until schools stand in a more independent position than at the present time. Often these committees are inherited from one administration to another, very rusty from disuse and decrepit with age. They must be rejuvenated with new blood where this is the case and a line of responsibility drawn for them. Large committees of from ten to fifteen members are desir-

able with a woman as chairman who occupies an important place in the social life of the community, who can contribute largely herself and who has the ability to draw others about her for the dual purpose: 1. Of financing the school activities; 2. Creating an understanding in the community of what a school of nursing ought to be and of its ultimate value to the public. I might also add, as its function, to support the principal of the school and assist her in educating the Board of Trustees to the idea of conducting a modern school for young women. If the committee consists of both older and younger women, it will be of greater service, the older women giving substantial financial support while the younger members are willing to carry the more active responsibility.

In one school, of which I know, one of the members of the Training School Committee summarizes all the training school records each month, thus saving the principal and her assistants hours of time and effort. This not only relieves the administration of a great deal of work, but at the same time educates the younger member as to what a school ought to be. She not only becomes a member of the Training School Committee because of prestige, but an intelligent member who can safeguard the school's future by knowing something about what standards should prevail and the requirements of its head.

Such a body of women is of inestimable value in enabling the principal to meet the present need of our schools. It can help in getting proper records, equipment, class rooms, reference books, scholarships, comforts and recreational facilities for the students. All

this can be brought about by private subscriptions, fairs, teas and card parties. These affairs should be managed by members of the committee relieving the principal of all responsibility except that of getting them sufficiently interested and enthusiastic to do it. A Training School Committee, functioning in this manner, makes a separate account for the school of nursing possible and the principal becomes more or less independent, in that she need not depend upon the hospital for more than the actual salaries of the instructor and supervising nurses.

The question of publicity can be solved in the same way by the help of these funds. The right kind of publicity brings forth the necessity of the following conditions in our schools: 1, Shorter hours; 2, Better living conditions, as well as the requirements of the curriculum, clinical teaching field, etc. In other words, good publicity must be *honest* publicity.

Let us dwell for just a moment on the student situation as it presents itself with reference to educational requirements. We are told that statistics show that there are more young women going into colleges today than ever before in the history of the world and consequently more young women are graduating from high schools. These young women after completing a four years' course of instruction as a groundwork for a professional career are not going into schools which demand no more than grammar school or one year of high school education, neither are they going to choose a school that expects all work and no time for study and recreation. These are the reasons why the training schools for nurses in

many instances are destitute of applicants. The reputation which hospitals in the past have made for overworking their nurses, giving little consideration to education or to serving proper food, is reacting unfavorably against them at present, notwithstanding the educational, recreational and other advances which have been so generally made. The school that establishes shorter hours, good food, comfortable living quarters and gives an education to its students is not seeking applicants; applicants are seeking it.

Let us take up the question of shorter hours. The objection to this has been the feeling that it would require a prohibitive increase in the number of students. This is not wholly true. Under the following schedule one nurse additional will carry each ward of 25 beds.

		<i>Hours</i>	
<i>Day Nurses</i>	<i>Class</i>	<i>Off Duty</i>	
Miss Holbitter		9:30-1:00	
Miss Emmons	3-4	1-4	
Miss Crammond	3-4	2-5	
Miss Ryan	<i>On Duty</i> 4-5	2 p. m.	
Miss Jepson	2:30-11:00		
Miss Schon	11:00- 7:00		

Many hospitals that are running a ten-hour day have sufficient nurses for carrying an eight-hour schedule by means of time readjustments and a more detailed plan of routine work.

As to living conditions, such marked advancement has been made in the last ten years, we need not dwell upon this point in detail. When certain defects exist, the principal may have recourse to the Training School Committee, which in turn can urge the Board of Trustees to make alterations or rebuild if necessary, on the ground that it is

impossible to nurse the patients unless they have students to do it with.

In conclusion,—given a principal with adequate education, experience and ability, who is in sympathy with the problems of the superintendent of the hospital and who has a willingness to co-operate with him; a Training School Committee which is representative and alive to the needs of the school of nursing and active in meeting them, and which will support the principal in maintaining an educational institution,

—the difficulties in the path of progress for the school will disappear. Such a principal and her committee will see to it that the proper instructor is appointed, adequate supervision given, proper records kept, complete equipment secured, and necessary affiliations made. Lacking these essentials, no hospital has a right to conduct a professional school, but in my opinion the difficulty is not usually an inability to meet these obligations so much as the need of knowing how to meet them.

TOO LATE FOR CLASSIFICATION

THE LEAGUE CALENDAR.—The preparation of a calendar for 1923 is well under way. This calendar will be a continuation of the plan of the one published last year—"Early Leaders of American Nursing"—and will present the portraits and historical sketches of twelve other notable nurses. The Publications Committee at National Headquarters, New York City, is endeavoring to make this calendar most attractive and valuable, and hopes to be in a position to make early and prompt deliveries. It urges training school superintendents, state, district, and alumnae associations to appoint committee at once to assume the responsibility of ordering and distributing these calendars.

NATIONAL.—Assistant Surgeon General Mark J. White has succeeded Dr. C. C. Pierce as Director of the Division of Venereal Diseases. Dr. White has had a long and wide experience as a Public Health Officer and comes to the Division not only with a thorough knowledge of the venereal disease problem, but with a keen appreciation of the value of nurses and the part they have to play in this campaign. To quote Dr. White, "I feel that after the diagnosis is made, and indeed in many instances before it is made, the nurse with her training in social medicine, her aptitude in gaining the confidence of patients, with her knowledge of the importance of waging unrelenting warfare against disease, makes her a most important factor in the treatment, control and cure of venereal disease." The public health nurses of the country may feel that in Dr. White they have a most worthy ally in their campaign for better health.

District of Columbia: THE NURSES' EXAMINING BOARD OF THE DISTRICT OF COLUMBIA will hold an examination for registration of nurses Tuesday, November 7, at The District Building. Applications to be at this office before October 23, 1922. Mary E. Graham, Secretary and Treasurer, 1337 K St., N. W., Washington.

Massachusetts: AMERICA'S PIONEER TRAINING SCHOOL TO CELEBRATE ITS FIFTIETH ANNIVERSARY.—The training school of the New England Hospital for Women and Children, the first Training School for Nurses established in this country, completed half a century of service on September 1. On that date, fifty years ago, it opened its doors for systematic training to young women desiring to become nurses. Nurses had been trained in this hospital during the ten years previous and its articles of incorporation (March 12, 1863) stated that "To train nurses for the care of the sick" was one of the objects for which it was founded, but so few applicants were then willing to give the time for training that a well-organized school did not exist. In 1872 Dr. Susan Dimock, Superintendent of the Hospital, visited Florence Nightingale in England, learning her methods; and on her return she organized the school, receiving the first pupil under the new regime on September 1 and soon forming a class. This pupil was Miss Linda Richards, who has since done notable work for the nursing profession in organizing and conducting training schools in various parts of this country, and in Japan, also in writing on the subject. This Golden Anniversary will be celebrated at the hospital, on Dimock Street, Roxbury, on October 31. Miss Richards will be present and will deliver an address. All former pupils are cordially invited to attend. Alumnae will enter the hall in classes, as far as possible, and in uniform. Come back to your Alma Mater!

A CORRECTION: Major Stimson wishes to correct a mis-statement which she made inadvertently in the July *Journal*, page 848. In connection with the service pay bill, she stated that the pay for the third period is \$110. This should read, \$115.